A Practical Guide
for Personal Progress
in the Business and
Industrial World

Putting Yourself OVER

LESSON NUMBER 7

LOYALTY

RIGHT THINKING

LEANERS

THE HABIT OF SAVING

COYNE ELECTRICAL SCHOOL
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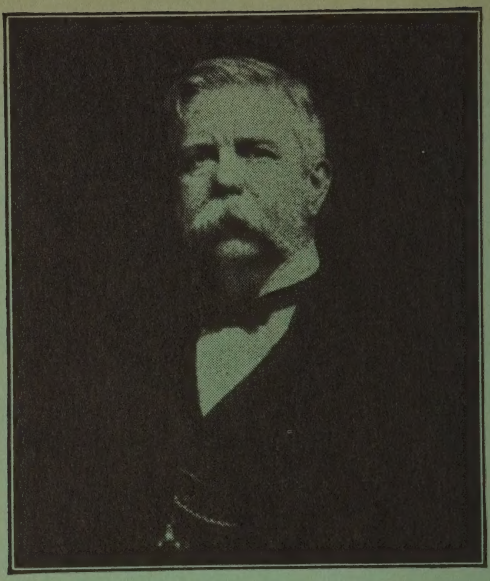

GEORGE WESTINGHOUSE (1846-1914)

One of America's greatest engineers. His patents numbered nearly 400 and he organized 60 companies. He accomplished much in the field of automatic signal devices. He led the world in the development of appliances for the promotion of speed and safety in transportation. His early vision of the value of the alternating current electric system brought revolution in the transmission of electric power. George Westinghouse stands as a shining light for the encouragement of American manhood of the opportunity in the Electrical industry.

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Putting Yourself Over

by

The Technical Staff

Coyne Electrical School

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LESSON No. 7

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1. LOYALTY

2. RIGHT THINKING

3. LEANERS

4. THE HABIT OF SAVING

One of the finest qualities any man can have is the quality of LOYALTY. Loyalty to your job, employer and country earns the respect of fellow workers as well as your employer.

Loyalty is a driving force that tells a man the RIGHT way to view any job or situation that comes up in his daily work. George Washington once said: "Give me 1,000 loyal men and I'll hold off an army of 10,000." Yes, a group of loyal employees, the same as an army of loyal soldiers, can do wonders in the progress of any company. This quality is so desired in employees that many EMPLOYMENT MANAGERS have a loyalty test that they use on every man who applies to them for a job. Here is how it works:

When a man applies for work he is asked to fill in an application blank and in due time is ushered into the Employment Manager's office for a personal interview. The Employment Manager will ask the applicant a number of questions pertaining to education, type of work and salary desired, etc., and THEN WILL ASK SOME QUESTIONS CONCERNING PREVIOUS EMPLOYERS. In order to test the loyalty of the applicant, the Employment Manager may ask an applicant how he liked his former job; did the company pay you well, advance you when you deserved it, treat you fairly, etc. After a few minutes of this line of talk the

Employment Manager may then turn the "FLOOR" over to the applicant and right there he is giving him the test of loyalty.

If the applicant is not the type DESIRED he will begin a tirade against his former employer. He will point out the "unjust" working hours, the lack of safety precautions, the low salary, the poor tools, etc. He does this because he feels that here is a chance to get a grievance off his chest or get some sympathy or provide a good excuse for leaving his former job.

Well, the interview terminates shortly after that, the applicant is dismissed with the statement, "We'll keep you in mind and call you when we need some one of your type." The applicant NEVER hears from the company and he cannot figure out why.

This Employment Manager knows that any man who can be led so easily into "knocking" a PREVIOUS employer is not the type of man he wants in his shops. Anyone who will belittle some organization that had furnished him with his "daily bread" for several years it NOT the type of employee any concern is desirous of hiring. There is an old, but true saying that reads, "If you can't say anything good about a person or organization, don't say anything." This certainly should be applied in your daily dealings with individuals or the organization for which you work.

If a man has the quality of loyalty he doesn't have to go to the "housetops" to tell all about it. It stands out in all of his actions on and off the job. Steer clear of the fellow who continually **tells you about his loyalty** — the extra time he puts in for the company, the great belief he has in the organization, etc. A man who is sincerely loyal doesn't have to do that. He doesn't try to exploit his loyalty to gain some end or to impress those who work with him. You'll find people of this type in many organizations, but sooner or later the "veneer" wears off and these people show themselves in their true light.

No sir, loyalty is doing the right thing at all times without thought of praise or added personal gain. A man cannot be loyal to an organization he doesn't believe in, any more than a soldier can fight for a cause he doesn't believe to be just and right. So, you see, Loyalty is something that comes from within. You must believe in your employer and the policies of the organization he heads before you can believe in yourself and the job you do for him.

Do everything you can to "squelch" the knockers in the crew in which you work by doing a good job yourself and evidencing by your actions the respect and loyalty you hold for your boss. Dont be afraid to put in a few minutes extra

now and then, when necessary, without murmuring. Get the feeling that you are an important PART of the organization and proud to be associated with it. If you have worked for a company for some time and don't feel this way about it, you'll do them and yourself a favor by seeking employment ELSEWHERE. You cannot do your best work if your heart is not in your job and you are not proud of the company that employs you.

Learn something about your company—its early trials and tribulations in getting established. Get better acquainted with the background of the organization and in all probability you will develop a profound respect for the accomplishments of the company and its executives. Loyalty is an absolute ESSENTIAL if you wish to attain a high place in life and particularly in the fast-growing fields of Electricity and Radio.

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RIGHT THINKING

In a sense, RIGHT THINKING and LOYALTY are closely related. Any man who is thinking RIGHT is pretty apt to be a man who has a well-developed sense of loyalty. However, right thinking has other applications and it is on some of these other angles that I want to discuss this important requisite for success. I read a very interesting article a short time ago that I believe carries an important thought along the lines of RIGHT thinking. I will repeat it here because I feel it may help you to better understand this point.

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"THE BRANCH THAT THOUGHT IT WAS A TREE"

It had every right to be proud of itself—this grafted branch. In the blooming season its flowers were large and the creamy petals red on the edges, while the other blossoms on the tree were small, scraggly and dirty-white.

When autumn changed the flowers to fruit the apples on this branch were big, deep-red, with hearts as white as snow.

And the branch, seeing this, was swollen with pride. "Why should I remain a part of this poor tree? I give more fruit than the rest of the branches combined. I will be a tree unto myself that men may know me and give me credit for my fruits."

The next time a strong wind blew the branch strained and pulled and twisted and finally tore itself from the tree. The tree bled at the wound for a little time, but the gardener came along and grafted another branch in that place.

But the branch that tore itself away died very quickly.

It did not realize that the sap—the life-blood that gave it health and strength to produce—came from the roots of the tree. The branch could not see that the tree, because it had other branches, was able to drink in more sunshine and rain —that all the branches drew life from the soil and air and gave it gladly that the one branch could flourish and produce more fruit.

So the grafted branch, that thought it could be a tree, died. The tree lived on.

There are men who draw the very life-blood of their inspiration from the organization of which the are a part. They produce great works and are blind to the sources of their power.

They know that what they produce is better than is done by the man at the next desk or the next bench—better, perhaps, than any man in the whole organization can make with his hands and brains.

Happy is the man who can see in the results of his efforts more than an isolated, personal achievement; who can view the organization, of which he is a part, as a whole; who can see down to the roots of it and know that from these he draws the strength and ability to achieve.

He will hold fast to the "tree" (his company). He will become as much an integral part of the "tree" as any branch of it and know that the fruits of his labors are the fruits of the "tree"—that every leaf on every branch, every root, be it as fine as a hair, helped him to bear the fruit.

That little story is a lesson in RIGHT THINKING. The tree is the company you work for and the little branch that wanted to be bigger than the tree represents SOME types of men in organizations today. They accomplish a few big jobs and get the idea they are TOO GOOD for the business and too big to mingle with the fellow who works alongside of them. There still is and always will be a place in any organization for individual INITIATIVE, ABILITY and INDUSTRY. Everyone is anxious to progress and should do everything possible to forge ahead BUT intelligence should be used in just HOW YOU FORGE AHEAD. Don't "step on the other fellow's toes" in your anxiety to get ahead. You may need the help of this fellow later on. If you treated him fairly on your "way up," he will serve you well when you are on top; but if you slight him and make him realize your own exalted opinion of your importance, you'll have trouble getting his whole-hearted support WHEN YOU NEED IT. If you will just apply common sense and RIGHT THINKING to the everyday problems, you'll have far less trouble solving them.

Here is another established fact that is one of the reasons why it is EASY for any man to STAND OUT today.

Some bosses prefer to have a lamb-like force rather than one keenly interested or creative, because docile people are easier to deal with. The person who is hardy enough to protest, who tries to put into effect a different method or idea, is a constant challenge and only a very far-seeing employer or executive will meet that challenge honestly. The higher the intelligence, the more variations there are apt to be in the reactions of such an employee because he will seek new and different ways of accomplishment. Those who do nothing but what is expected of them, present no problem at all, bad or good, and their colorless contributions fit in with the general scheme.

Wherever this state of affairs exists, only the most persistent workers will get beyond the middle rating, only the most vital and ingenious will be able to progress. But what of the hundreds who start with originality and ideas, and lack the aggressiveness to fight for them? They soon become copy-cats, adopting all the weaknesses of a system that gives pats on the back for following blindly, no matter what the issue, just to agree with the boss.

This thought is made a little clearer by this example. There's a famous story about three men working in a marble quarry. Asked what they were doing, the first replied simply, that he was working in a quarry. The second said he was cutting and shaping blocks of marble. The third man answered that he was HELPING TO BUILD A CATHEDRAL. Of course, all three were right—but each had a different way of looking at his job. And in any job that counts a great deal.

No one can dictate a state of mind. Printed rules and regulations can suggest how the job should be done, but they can't control the spirit of the man or woman who does the job. That's up to the individual. It's all on the point of view and attitude of the man. And that's where the BIG difference comes in. It's the ATTITUDE a man takes toward his job that governs his progress. Look around you in your shop and you will see many "run of the mill" workers who are not RIGHT THINKERS on the job. They do their work each day BECAUSE they have to and not BECAUSE THEY WANT TO. They think they are unimportant cogs in the machine of production. They think their job is insignificant and as a result this attitude is reflected in the way they go about their work. True, these men may be steady and reliable. They may seldom miss a day—they may never be late and they do the work assigned to them. BUT still, when a bigger job presents itself in the organization, they don't get it. This leads a fellow of this type to

feel the company doesn't appreciate his services and value. This is not the case at all. These men are just like so many machines. They don't exhibit enthusiasm in their jobs—they seem to be content with what THEY'RE DOING and the WAY THEY'RE DOING IT.

That is why some men who are in the employ of a company for a comparatively short time, are quite often advanced OVER men with a score or more years of service. The reason for their advancement is easy to understand—they have the proper attitude to take on added responsibility—they are not machines. One of the underlying reasons why some men do not stand out in the opinion of the manager of a company is the fact that they "steer clear" of the boss AT ALL TIMES. These workers feel they are doing all right if they get their pay check each week and never see the boss. They don't submit IDEAS because they feel they might not be important in the eyes of the BOSS. This fear of criticism has kept thousands of men from realizing the success they should have.

These men, when they are called into the "boss' office" immediately think to themselves, "What have I done wrong now?" They approach the boss with a fearful attitude instead of one of confidence. Just why this attitude exists is difficult to understand, nevertheless it is the state of mind that spoils the chances of many men in industry today. Lack of confidence, lack of decision, lack of aggressiveness and lack of poise are some of the things that hold many men back.

I recall a case in our own organization a few years ago that will illustrate what I mean. One of the men on the school teaching staff had an idea for improvement of the teaching curriculum. He discussed his idea with several members of the staff and so impressed one of the men that a special interview was arranged so that this man could present his idea to the school board.

Well, when it came time to present the plan this fellow was so nervous and excited he made a "botched up" job of the interview and gave a very confused and disjointed story of what he had in mind. Were it not for the fellow who arranged the interview for the man, this idea would never have been made clear. This fellow understood the plan and in a calm and cool manner explained the advantages and improvements over the existing practice.

I cite this case as a further illustration of what I mean by RIGHT THINKING. Here was a man with a good idea who almost ruined it because he felt "out of place" and could not get himself to appreciate the importance of the information to the assembled group. When he should have been at his best in aggressively outlining his plan, he was at his

worst. He thought everyone in the group was bent on finding fault with his idea. The fact that he was talking to men who held superior positions in the organization completely upset him. RIGHT THINKING would have convinced him that these men were there to weigh all the fine points of his plans in addition to "ironing" out any weak points.

Every man gets his chance to prove his leadership at some time or other. To some, these chances come more often than to others. Just how a man acts when his chance comes, determines his opportunity for advancement.

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LEANERS

What makes Opportunity when it comes along, so great is that comparatively few men have what it takes to stand on their own feet in life and not lean on someone else. This is particularly true in the matter of earning a livelihood.

Leaning, in the sense that we are using it, is the habit of expecting (even demanding) others to do for you those things which you SHOULD—and COULD—do for yourself. Leaners are found in all walks of life and in every social and business contact.

Many a decent man is contributing to the support of a score of personal Leaners, related by blood or marriage, in addition to assisting through taxation and donations to Leaners in general.

The Leaner is particularly marked in business. Millions in stores, offices and factories will never get anywhere because of their leaning tendencies. Give a man of this type a job to do, the chances are that before he is through with it you will feel that you might better have done it yourself. Far too few there are who can be trusted to go ahead and deliver the goods; of whom you can say to yourself, "Well, I've turned that over to Jones and now I can forget it."

A full-fledged Leaner believes that the world owes him a living. He didn't ask to be born and now that he is here he's entitled to what he likes to speak of as "his share." If he has to work for that share, he's being exploited. If he refuses to work and something is done about it, he's being persecuted.

There are degrees of Leaners, from the outright loafer to those who are still in the beginner's stage of leaning. The latter can be salvaged if prompt work is done on them. The most effective method is to remove all props. They then fall down or learn how to stand alone. If they have leaned too long to have any stamina left, however, when they fall down, they'll remain there.

Leaners are great believers in luck. They use it as a substitute, and an alibi, for effort. To them, the workers are those who "get the breaks." If you ever have Leaners working under you, the greatest favor you can render them is to put them "on their own"—make them stand up and face problems—if they're real men they'll thank you for it; if not, it will give you a chance to let them go so you can get good men.

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RIGHT THINKING IN POSITIONS OF AUTHORITY

Basically, the strategy of handling others can be best covered in the following sentences:

1. Find out what other people want.
2. Try to give it to them.

Leadership means merely applying your efforts to following through on these principles. Sometimes it is difficult to find out what the other fellow wants. Sometimes he himself doesn't know. Perhaps he is the type who has to depend entirely on some strong want within himself before he can make a move, to let anyone else know what his wants are.

Any good salesman understands that it is necessary to talk about the prospect's needs and wants. He will quite often "fish around" for quite a while to find out what these needs are, but once he has discovered them he will try to show how his product or service supplies those wants.

A good strategy in handling men who work under you is to implant an idea and let it sprout in the other fellow's thinking. Perhaps you do this by a question or by suggestion or by assigning him to a task or by setting up some mild obstacle to what you know he wants to do. As the idea sprouts in his mind, he may become more and more convinced as to its value and more and more determined to see it carried out.

Don't argue, deny, belittle or correct. When you are discussing opposing viewpoints with someone, don't raise your voice. Listen to him patiently; don't interrupt. Be tactful and friendly in advancing your own particular views. If his views are wrong, time will eventually show them to be so. If they are right, then he feels less respect for you because you opposed him.

In the same general group as contradiction, is criticism. As a substitute for voiced criticism, try the old method of example. Do it yourself if you can, or praise someone else for doing it right without criticizing the fellow who did it wrong. If someone working under you has genuinely tried

his best to accomplish a certain thing, criticism of his results is almost sure to kill his desire to continue trying.

We have said previously in these lessons if criticism is unavoidable, it should be sandwiched between two slices of praise, if at all possible. You might say to a subordinate: "Jim, I've been watching the rapid progress you've made in the last few days in the operation of that new machine. If you don't get caught in one trap, you'll soon be breaking records." At the mention of the word "trap," Jim is almost certain to say: "What trap?" To which you reply, "You have a tendency to race the machine when it is not being used. That will heat and expand the bearings." Jim says, "Say, that's right. I never thought of it.". And when you add the final slice of praise, "You're the first fellow who has ever made such rapid progress on that machine.

There are times when your responsibility requires that you get subordinates to perform certain duties. There is a principle that applies here which is of use in all forms of compulsory or disciplinary human relationships. This principle is: Use HIGH APPEALS FIRST.

If you take advantage of your authority or office to demand that certain things be done you may get those particular things done but at the price of strained human relationships which eventually will slap back at you.

Criticism, especially unjustified criticism, in the presence of others, is triple barbed. However, don't praise insincerely. Flattery is undeserved praised and usually the recipient knows it and is suspicious of your motive. We're all pretty hungry for praise, though, and will accept flattery if it has even a slight basis of merit.

Have you ever been in a group when some important personage of your acquaintance joined it? If he spoke to you, or even merely nodded to you, you felt comfortable; if he ignored you, you felt very unhappy indeed.

Realize that others want to be recognized, as do you. You may be an "important personage" to some groups even though you may not think so. Important or not, you should learn to give some form of recognition to people you contact. A smile, a nod, a handclasp, his name, a query, praise—these will all show the other fellow that you know he is present. Recognition is a rare commodity—there's scarcely enough of it to satisfy everyone. Appreciate the other fellow's good points. He has them in some things even if he is an individual of mediocre talents. It is your job to find out his good points, the things in which he excels, and to go out of your way to give recognition to them. This nourishes his self-esteem. He may admire you greatly and recognize that in all around ability you far surpass him.

Hence, if you let him know that you think he excels you in some particular point, he is almost certain to react favorably. All of the above suggestions are examples of RIGHT THINKING in handling men.

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FIRING OR FORMING

The easy thing to do, the line of least resistance, is to fire the man. That way, however, the man not only loses his job but the firm loses all the man's experience, background, training and skill. The better thing to do is to form, not fire, the man. If we can form him so he will fit in with others, and fit the position we have for him, then we have saved the man's job and we have conserved the investment we already have in him.

I heard the President of a large organization give the above advice to one of his foremen. The President has been very successful because he is a man-builder. Like a master sculptor he chips away the undesirable qualities from an employee's personality until the master worker stands revealed. Often he finds that some easily corrected personality defect is the only reason for a man's failure. Sometimes problems in the home are the cause. Discovering the reasons for wrong mental attitudes and wrong habits and removing the causes often conserves valuable workers for the firm. By studying men as human beings and taking a deep personal interest in each man, he has built one of the finest organizations of its kind in this country.

Melvin Evans, a Chicago Management Engineer, says that a typical industrial group may be classifed as follows: 1% are superior, alert, open-minded, skilled, aggressive and have pleasing personalities and strong characters; 12% are skilled; 27% are open-minded and willing to grow mentally; 60% are indifferent and mentally unorganized.

My President friend has found that much can be accomplieshed by training and guiding the willing 40%. And he even has been successful in arousing and inspiring some of the men in the 60% group. He does not believe in firing a man until he has made every effort to form that man into a successful worker.

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CYRUS SIMMONS' 10 RULES

To close this subject on LOYALTY and RIGHT THINKING, I'd like to give you the 10 rules of Cyrus Simmons, an old wagon builder, who built a city at the same time. If you want to read a story of the opportunity this great coun-

try of ours offers to a man of purpose, read the life of Cyrus Simmons.

Cyrus Simmons had 10 rules that he gave to every new employee that went to work for him.

Rule 1. Don't Lie. It wastes my time and yours. I'm sure to catch you in the end and that's the wrong end.

Rule 2. Watch your work—not the clock. A long day's work makes a long day short and a short day's work makes my face long.

Rule 3. Give me more than I expect and I'll pay you more than you expect. I can afford to increase your pay if you'll increase my profits.

Rule 4. You owe so much to yourself that you can't afford to owe anybody else. Keep out of debt or out of my employ.

Rule 5. Dishonesty is never an accident. Good men, like good women, can't see temptation when they meet it.

Rule 6. Mind your own business and in time you'll have a business of your own to mind.

Rule 7. Don't do anything here which hurts your self-respect. The employee who is willing to steal for me is capable of stealing from me.

Rule 8. It's none of my business what you do at night but if dissipation affects what you do the next day and you do half as much as I demand, you'll last half as long as you hope.

Rule 9. Don't tell me what I'd like to hear, but what I ought to hear. I don't want a valet to my vanity.

Rule 10. Don't kick if I kick. If you're worthwhile correcting, you're worthwhile keeping. I don't waste time cutting specks out of rotten apples.

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THE HABIT OF INTELLIGENT SAVING

There have been many proverbs that have been accepted as true that in reality are misleading or actually untrue. The proverb that "Economy is the Road to Wealth," also the theory that you MUST put aside SOME savings EVERY week or you will not be a success are two ideas that are not true—and I'll tell you why. Necessity is what makes most people economical. Probably nothing is more closely studied or more widely practiced by people, than economy. Yet, statistics show that only 3% of those who reach the age of

65 are financially independent. That would certainly indicate that economy (or saving a little each week) does not necessarily lead to financial independence.

Economy quite frequently tends to make men "little." They "pinch pennies," give too much weight to trifles and spend too much time on details. They so closely watch the small things that they overlook the big.

When a man is young that is the time he must use good judgment in regards to saving. It is far better to spend money for such things as good tools, good books, an education, good food and other things that tend to increase your value on the job, than to put money in the bank. Be sure that you don't ever get into the habit of saving MORE than you should. Quite often a fellow will set up a definite routine of saving $5.00, $10.00, or more EVERY WEEK. Even though he may need some new tools, or materials that will enable him to do better work HE won't get these things because he doesn't want to spoil the saving record. In other cases a fellow operating a shop will not buy certain equipment he should add because this would mean "no savings deposit" that week. This is downright foolish and a fellow who thinks along those lines is not likely to ever hold a big job, or run a successful business. You must use good sense in this matter of saving and realize that economy can easily make men overcautious and often cowardly. Little savings accumulated by constant stinting and sacrifice become too precious to be risked. These men cling to "Safe roads" that rarely lead to success.

Here's another important angle to consider. The economical man is EASILY CONTENT. As long as he can save a few dollars each week he is satisfied because SMALL DESIRES FOSTER ONLY SMALL AMBITIONS.

Now, we don't want to create the impression that the habit of saving is not good—far from it. What we wish to point out is the fact that a man must realize THAT THERE ARE TIMES WHEN IT IS WISER TO SPEND MONEY THAN TO SAVE IT. **THIS IS ESPECIALLY TRUE WHEN A FELLOW IS YOUNG AND JUST STARTING UP THE LADDER OF SUCCESS.**

If you can distribute your income intelligently and systematically so that a definite percentage of it will steadily accumulate, it will form one of the greatest known sources of personal power.

It is obvious to all that the INTELLIGENT saving of money is one of the essentials for success, but the big question is, how can you do it?

SAVING MONEY IS A MATTER OF HABIT

The saving of money is solely a matter of habit. We are victims of our habits, no matter who we are or what may be our life's work. Any idea that is deliberately fixed in the mind, or any idea that is permitted to set itself up in the mind as the result of suggestion, environment, the influence of associates, etc., is sure to help us follow through on the idea. As an example, when one is in the habit of thinking and talking prosperity in abundance, very soon material evidence of these will begin to show up in the nature of a wider opportunity and progress. 'Like attracts like." If you are in business and have formed the habit of talking and thinking about business being bad—business will be bad. One pessimist, providing he is permitted to continue his destructive influence long enough, can destroy the work of a half dozen competent men, and he will do it by setting adrift in the minds of his associates the thought of poverty and failure.

Many business houses have this sign hanging in full view of everyone—"We talk and think only in abundance here. If you have a tale of woe, please keep it as we do not want it."

Many great leaders would never have gotten anywhere if they had not developed quite early in life the habit of INTELLIGENT SAVING.

An executive or a business man respects the employee who has established and continues to maintain an intelligent method of saving. It is quite apparent to the employer that such a man is STEADY, CONSCIENTIOUS, SINCERE, AND BEST OF ALL, AMBITIOUS.

James Hill was a poor young man working as a telegrapher at a salary of $30.00 a month. He conceived the idea of the Great Northern Railway System, but his idea was out of proportion to his finances. However, having formed the habit of saving some money on the meager salary of $30.00 a month, he had saved enough to enable him to pay his expenses on a trip to Chicago. There he interested capitalists in financing his plans. The underlying fact that he, himself, could save money on his small salary was considered good evidence that he would be a safe man to trust with other people's money. YOU WILL NOTE THAT JAMES HILL, ALTHOUGH HE HAD A HABIT OF SAVING, NEVERTHELESS, WAS WILLING TO SPEND HIS SAVINGS TO COME TO CHICAGO FOR THE IMPORTANT INTERVIEW OF HIS LIFE. Many organizations sponsor Employee's Savings Plans. These plans enable a man to AUTOMATICALLY save money by having a small portion of his weekly pay check "Laid Aside" in his bank account. In many cases, men who have never been able to save money

before have found that if a few dollars are taken out of their earnings each week THEY CAN ARRANGE their living expenses accordingly and never really miss the small amount. So, if your company has a savings plan for employees, or if you can set up some DEFINITE savings program with some bank in your locality, by all means do so. In summing up on this important point of SAVING, keep in mind this one point: SAVE AND SPEND WISELY. DON'T HESITATE TO SPEND MONEY WHEN you need good tools, books, equipment, or anything else that will help you progress. Any economy or penny pinching on things as important as these is FOOLISH ECONOMY.

Steps to Success

YOUR JOB

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Wherever you're working, in office or shop
And however far you may be from the top,
And though you may think you're just treading the mill,
Don't ever belittle the job that you fill;
For however little your job may appear,
You're just as important as some big gear
That meshes with others in some big machine
That helps keep it going though never is seen.

They could do without you, we'll have to admit
But business keeps on even when the big fellows quit!
And always remember, my lad, if you can,
The job's more important—(oh, yes)—than the man!
So if it's your hope to stay off the shelf,
Think more of the job than you do of yourself.

Your job is important; don't think it is not,
So try hard to give it the best that you've got!
And don't think ever you're of little account,
Remember, you're part of the total amount,
If they didn't need you, you wouldn't be there,
So, always, my lad, keep your chin in the air.
A digger of ditches, mechanic or clerk—
Think Well of Your Company, Yourself, and Your Work!

Author Unknown

Questions

LESSON No. 7

PUTTING YOURSELF OVER SERIES

The questions I've selected for this lesson deal with some of the problems of men in charge of crews, such as Foremen, Superintendents, Service Managers. Many men who read this series of lessons hold or will hold jobs of responsibility where they have men under their supervision. It is, therefore, quite important that you know HOW TO HANDLE the situations that these jobs of added responsibility bring. Put yourself in the position of the man in charge of the employees and give some thought as to just what you would do if faced with these same problems.

Question No. 1. You have just been made assistant foreman. You have an office of your own and your name on the door in black letters. At the moment a salesman is interviewing your chief, concerning the purchase of a carload of raw material which the company uses in its manufacturing processes. He has just mentioned a price. "But," protests the purchasing agent, "I can buy that from one of your competitors for twelve cents less. That's true, isn't it, Mr. ————?" and he turns to you for corroboration. You know it is not true. You know that he knows it is not true. You both know that it is not true. What are you going o do about it?

Question No. 2: After a few months in the various departments of the company, you and several of the other men have been turned loose on the test floor. Each man in rotation is given charge of a group for a week. Your turn comes next. You realize that your fitness and ability as a leader will be judged by the production and discipline you are able to maintain. This is particularly discouraging because under the supervision of the last two men the boys have been coming in late, reading the newspaper during working hours and even eating lunch before the whistle blows. Moreover, most of them are young fellows who started the same time you did and have for you that particular kind of contempt which is bred by familiarity. You have the week-end to devise a plan of action. What would your plan be?

Question No. 3. It has been a number of years since you

went to work for your company. For almost half the time you have had the title of "assistant foreman." From the first day you reported for work the foreman, himself, has been as a second father to you. He seldom missed an opportunity to give you experienced instruction. So, it was somewhat of a personal blow to you one morning two years ago when he had a stroke and was taken home in a taxi. Of course, you took over his duties—he had prepared you well and it was the sporting thing to do. But a year has gone by and although his condition has improved (only enough to allow him to hobble in a few times a month), he is still drawing his salary. Doing all the work of the foreman—at the assistant foreman's rank and remuneration—doesn't seem so noble now; indeed you resent it. There are conflicting loyalties that bedevil you. After seriously considering your duties to the company, the superintendent, your family and yourself, what would you do in this matter.

Question No. 4. In a new assignment as Electrical Foreman, it has become increasingly evident to you that certain men under your supervision must be brought to time. Of course, you would not censure anyone within hearing of his fellow employees but you realize that there are certain points that must be straightened out. Now, the question is, do you think it wise to follow your reprimand with a few words of praise, where praise can be given, or would you prefer to begin with praise and scold afterward? As a third alternative, do you think it more effective to reprimand and forget about any praise at all?

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ANSWER SHEET

Question No. 1. You have just been made assistant foreman. You have an office of your own and your name on the door in black letters. At the moment a salesman is interviewing your chief, concerning the purchase of a carload of raw material which the company uses in its manufacturing processes. He has just mentioned a price. "But," protests the purchasing agent, "I can buy that from one of your competitors for twelve cents less. That's true, isn't it Mr. ————?" and he turns to you for corroboration. You know it is not true. You know that he knows it is not true. You both know that it is not true. What are you going to do about it?

Answer No. 1. This is an old trick used by some men to "get a better price." There are two ways to view this sit-

uation. First you can take a strictly moral view and say to yourself, "I won't lie, regardless of whether my boss wants me to—no job is worth that much"—Or you could say to yourself: "MY ALLEGIANCE IS WITH MY EMPLOYER—IF HE FEELS THIS LITTLE IDEA WILL GET HIM A PRICE THAT HE CONSIDERS FAIR, I AM DUTY BOUND TO DO ALL I CAN TO HELP HIM." Here is another way you might look at it. If this salesman doesn't feel he will make a profit on the material he wants to sell your company—**he won't make the sale.** THE FINAL DECISION RESTS WITH HIM. So, if he accepts the order it just means he is making a smaller profit than he figured he would in the first place. No good salesman will accept any sizable order on which his company will lose money. Just remember, your employer expects ONE answer and only ONE out of you—he expects you to understand the motive behind the question he asks you. HE IS CERTAINLY NOT GOING TO THINK LESS OF YOU IF YOU ANSWER THE WAY HE FEELS YOU THINK HE WANTS TO BE ANSWERED. He might be greatly disturbed if you don't give him the answer he wants to help him put over his plan to get a better price on the material.

The method he uses to secure better prices for his firm may be wrong from the abstract moral point of view, but he, in one sense, is only doing what the salesman expects him to do—he is sparring and using his bag of tricks against the salesman's.

Another way this may be viewed is that saying "Yes" is not lying, as much as it is a part of business tactics; a technique of business which, while we do not entirely approve of, we cannot straightway alter. Considering all angles of the problem and rechecking the results of tests on the same questions with various groups, I would say 90 out of 100 men would say "YES"; they would say "yes" out of loyalty to their employer and of trying to hold a job—but mainly because the answer would come as a logical reaction.

Question No. 2. After a few months in the various departments of the company, you and several of the other men have been turned loose on the test floor. Each man in rotation is given charge of a group for a week. Your turn comes next. You realize that your fitness and ability as a leader will be judged by the production and discipline you are able to maintain. This is particularly discouraging because under the supervision of the last two men the boys have been coming in late, reading the newspaper during working hours and even eating lunch before the whistle blows. Moreover, most of them are young fellows

who started the same time you did and have for you that particular contempt which is bred by familiarity. You have the week-end to devise a plan of action. What would your plan be?

Answer No. 2. The first thing you should do is to call them all together. Have a talk with them something like this:

"Well, fellows, you know I've been made foreman and I sure want to make good in this job. But, I'm smart enough to know I can't do it unless I have you fellows with me. Just because I've been made a boss don't mean we're still not the same friends we were before. I've worked with you fellows long enough to know your problems and to see things in your light. I want you to feel we're still friends and that I'm interested in every one of you. I want to treat every fellow here just as I would want to be treated if our positions were reversed.

I don't want you fellows to look upon me as the boss. I don't believe you fellows need a boss. I'm merely selected by Mr. ———— and given the responsibilities of this department. I am merely following out his instructions and I'm here to help guide you and to accept the responsibility of seeing that the department functions as he wants it to. I pledge to you all that if you will give me your co-operation I will always see that every fellow here gets a square deal and I'll be working in your interests as well as my own and those of Mr.————. We can all only succeed in our jobs if we give our complete co-operation to our employer. Each one of us are a part of this organization. How well each one of us does his part will depend the future of the business and our own future. I want each and every one of you to feel free to come to me at any time with any grievance you have no matter how small it may be. I'll guarantee you an audience and my best efforts at all times to iron it out."

Then after delivering this talk live up to what you have said. Always show your employees you are interested in their welfare. Many times an employee may come to you with what you may consider a small matter—GIVE CAREFUL THOUGHT TO THIS. To you it may be a trivial matter BUT TO HIM IT MAY BE A BIG MATTER. The mere fact that he came to you is evidence he has faith in you. He came to you for advice on WHAT TO HIM was an important matter. Treat his problem in the light he does and give him every consideration.

Charles M. Schwab, who was one of this country's greatest leaders, once said: "Whatever success I have ever had in life is due to one thing—I was able to win the confidence

of the men who worked for me." Remember this—no one will ever go far in life if he cannot win those under him. Whenever a man figures he is so important that his success depends entirely on himself, he is riding for a fall and while he may go to a certain point, he is liable some day to come down with an awful thud. Win the confidence of those under you. Do this by proving to them you are fair and square and treat them with the consideration due them. If you do this, you will win their confidence and their respect and you will get a lot more out of them than you will ever get by merely trying to impress them with the fact that you are the boss.

Question No. 3. It has been quite a number of years since you went to work for your company. For almost half the time you have had the title of "Assistant Foreman." From the first day you reported for work the foreman, himself, has been as a second father to you. He seldom missed an opportunity to give you experienced instruction. So, it was somewhat of a personal blow to you one morning two years ago, when he had a stroke and was taken home in a car. Of course, you took over his duties—he had prepared you well and it was the sporting thing to do. But a year has gone by and althouglh his condition has improved (only enough to allow him to hobble in a few times a month), he is still drawing his salary. Doing all the work of the foreman—at the assistant foreman's rank and remuneration—doesn't seem so noble now; indeed you resent it. There are conflicting loyalties that bedevil you. After seriously considering your duties to your company, the superintendent, your family and yourself, what would you do in this matter?

Answer No. 3. The answer to this problem in my opinion is to be determined by the extent of the Foreman's ailment and the possibility of his return to active duty. An important angle is the age of the assistant foreman in the case. Gratitude is a great virtue and undoubtedly the assistant foreman has much for to be grateful to the ailing Foreman. However, two years is a long time and it seems that from the standpoint of fairness holding another man's job down for him for two years is showing a lot of genuine gratitude. It may be true that the coaching and training the old Foreman gave his assistant qualified him to take over, but every company requires that a man be available to step into any job if necessary—this is production insurance. This Old Foreman was merely doing part of his job when he trained the young man who took over during his ailment. As long as there is a chance for the Foreman to return to work I do not believe the assistant foreman should ask for his job; however, if there

is a STRONG POSSIBILITY THAT HE MAY NEVER TAKE OVER HIS DUTIES AGAIN, THEN THE ASSISTANT HAS EVERY RIGHT AFTER TWO YEARS TO ASK THE AUTHORITY AND REMUNERATION THAT GOES WITH THE FOREMAN'S JOB. If the man has been with the company for many years, they will undoubtedly work out some pension arrangement to help this man.

Question No. 4. In a new assignment as Electrical Foreman, it has become increasingly evident to you that certain men under your supervision must be brought to time. Of course, you would not censure anyone within hearing of his fellow employees, but you realize that there are certain points that must be straightened out. Now, the question is, do you think it wise to follow your reprimand with a few words of praise, where praise can be given, or would you prefer to begin with praise and scold afterward? As a third alternative, do you think it is more effective to reprimand and forget about any praise at all?

Answer No. 4. Most every employee needs checking up at some time or another. Many times it is necessary to severely reprimand an employee. If this becomes necessary, never DO IT IN THE PRESENCE OF ANY OTHER EMPLOYEE. Call him into your office and avoid betraying any anger or temper. Tell him in a firm way that he has done wrong, and he must not do it again. Explain to him why it was wrong and attempt to convince him by good logic and understanding the mistake he made. Do not, under any circumstances, ever let that employee think you want him to do a certain thing a certain way JUST BECAUSE YOU ARE THE BOSS.

Tell him you want it done a certain way because you feel that is the right way to do it. Then take a little time to explain why you feel it is the right way. Then if he has something against it, give him a chance to explain his side. If, after he has done so and you still feel he is wrong, tell him firmly, but politely that you still believe your way is best and that you want him to follow your way.

Before he leaves our office, pay him a little compliment on some job he has done well. This will have a very good psychological effect. He will leave your office feeling he was reprimanded and even if he feels the reprimand was not coming to him, he will say to himself, "Well, the boss 'bawled' me out for what he thought was wrong, but at least he does see the good things I do."